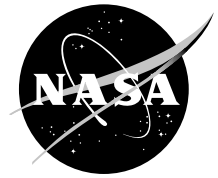
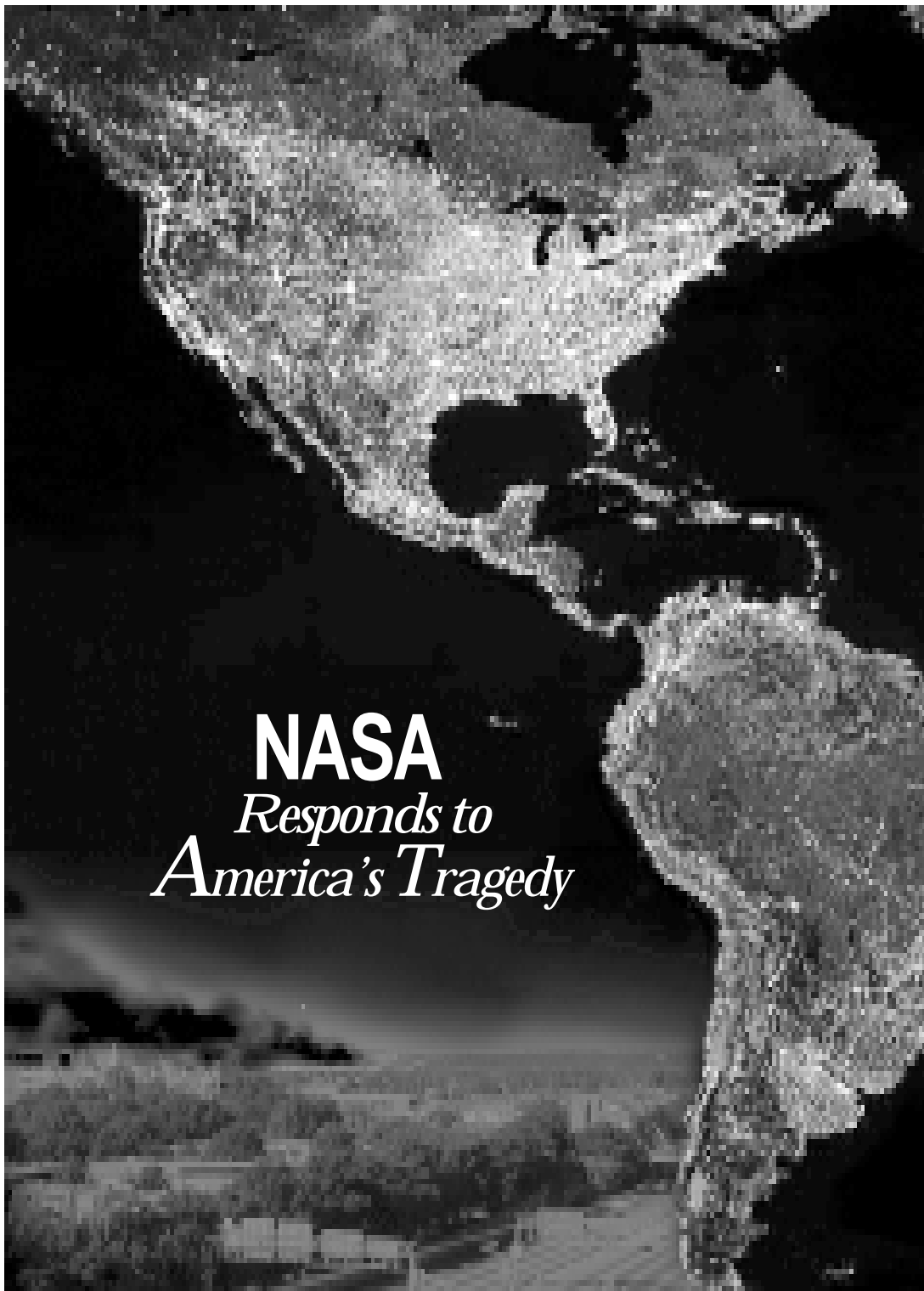


October 1, 2001



National  
Aeronautics and  
Space  
Administration



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## Message to Employees From the Administrator

### The NASA Family Responds To America's Tragedy

Early Tuesday, September 11, America suffered an unspeakable and unimaginable tragedy. As we begin to comprehend the events of the past hours, we can be proud that the strength of our Nation is reflected in its courageous acceptance of difficult challenges. The President has calmly assured us that the Nation's resolve to preserve freedom and justice is unwavering.

You have demonstrated that the NASA team is capable of measured and professional responses when under stress. You calmly and patiently vacated facilities, and you have taken on the burden of helping others. We have offered our assistance to other Federal Agencies in their rescue and recovery efforts, and the Associate Administrators and Center Directors have delivered; I deeply appreciate their support and their understanding that the Nation's critical assets must be protected.

During the coming days and weeks, it is imperative that we continue to remain vigilant. Each of you should continue to be cognizant of the security needs of your installation. While we are under heightened security, special steps must be taken to ensure that you remain safe. These actions may very well be discomforting—from making it more difficult for visitors to enter facilities, to performing time-consuming vehicle searches. But these issues are a small price to pay for enhancing your safety and security, and protecting the assets of the Agency. If there are additional measures that will prevent compromises to safety and security, you should talk to your supervisor. Consistent with guidance from the Administration, we are determined to return to normal operations as soon as possible.

While safety and security are paramount, I am also acutely aware of the potential for emotional trauma that results from exposure to stressful events. Should you need support during this time, counseling will be made available to you through the Employee Assistance Program. These services may be arranged in either individual or group sessions. I trust that we will all work together as a NASA family to provide mutual support and caring as the aftermath of these tragedies continues to unfold.

I am so very proud of the NASA family; thank you for your continuing commitment to reach for the stars.

— Daniel S. Goldin, NASA Administrator

## Goldin Discusses Safety at HQ After September 11

On September 20, Administrator Daniel S. Goldin met with HQ employees in the auditorium for an informal discussion on safety procedures at HQ following the September 11 attacks in New York and Washington. The session, which was attended by several hundred employees and broadcast on NASA internal television, provided a forum for employees to share important concerns and make suggestions for improving procedures.

Goldin opened the meeting saying "I'd like to hear what concerns and questions you have and see what we can do about them." He acknowledged the continuing threat level and how difficult it was to deal with the uncertainties of a terrorist threat.

During the hour-long discussion that followed, employees brought up a variety of concerns, many based on their dismissal experiences on September 11 and the current security threat.

The Administrator assured employees he would consider each of their suggestions and have them reviewed by NASA or by local or Federal government agencies as appropriate. He also invited employees to send any other concerns they may have to him directly or to David Saleeba, NASA's new Associate Administrator for Security Management and Safeguards, who has responsibility for all aspects of NASA security.

With regard to travel, Goldin said, "I don't want anyone to travel who feels uncomfortable and under stress. I want all supervisors to understand this." He also explained that from now on Associate Administrator or Center Director approval will be necessary for all foreign travel to ensure that the threat level for the trip is adequately known. In lieu of travel, he is encouraging offices to use electronic communications such as video conferencing and multimedia conferencing.

Finally, to alleviate stress and to temporarily contend with traffic delays, Goldin reminded employees of the existing telecommuting authority and temporary changes in reporting times during this difficult period. In that regard, the Office of Headquarters Operations has notified Offi-



Next Safety Discussion HQ employees are invited to another informal discussion with the Administrator on Thursday, October 4, 10:30 a.m. - 11:30 a.m., in the auditorium. This is a follow up to the September 20 discussion.

*"Safety at HQ" continued on page 7*

# Managing Your Career

## ACTIVE LISTENING

by Elizabeth Piper

Most of us spend three quarters of each workday engaged in verbal communication and half of that in the “receiving” part of communication called listening. Surprisingly we do more listening than we do any other activity other than breathing. If we do not listen well, it can have negative results. Ineffective listening is one of the main causes of workplace misunderstandings, mistakes, poor performances, low productivity, and unhappy customers.

Whether we are managers or employees, we all believe we are effective listeners and are confident we have the skills. However, research indicates otherwise. Most of the time our listening effectiveness is at 25 percent efficiency level. Put another way, three quarters of everything we hear is distorted in some way or quickly forgotten. Staggering figures!

### *What are some of the barriers to effective listening?*

- Our unconscious attitudes, for one. Attitudes about certain people or subject matter which can act as a “filter.” These “filters” can attach subjective meaning which will distort the meaning of what is being said by the speaker.
- Bad listening habits, for another. Interrupting the speaker, for example. The “bad” listener wants to do most of the speaking and will constantly interrupt or have the last word. Then there’s the “bad” listener who knows what the speaker wants to say and finishes the sentence for him/her.

### *What are some of the remedies for ineffective listening?*

- Adopt “active listening” attitudes. Be honest and recognize our “filters.” We

might try to refrain from coming to a premature judgement about the speaker or the speaker’s message, or discipline ourselves to focus on the speaker’s thoughts and feelings as well as what they are saying. In order for us to do this, we must suspend our own thoughts and feelings and listen intently to what is being said.

- Bad habits are not easy to break. We again might want to try to monitor our listening behavior, and once we recognize it, we could change it. For example, we might acknowledge to the speaker that we interrupted, then apologize and invite him/her to continue uninterrupted. We might also recognize the fact that we frequently daydream as we listen and train ourselves to be more attentive.

“Active Listening” is the most powerful level of listening and the most demanding of us. The rewards of “active listening” in the workplace are many and developing these skills is sound career management. Not only will we make fewer mistakes, create fewer misunderstandings, and produce less dissatisfaction, but also our working relationships will grow, thereby, benefiting the organization.

For information on careers and career management, contact Elizabeth Piper in the Career Management Office, 358-0565, or e-mail [epiper@hq.nasa.gov](mailto:epiper@hq.nasa.gov)



## Attention PC Users... Windows/Office 2000 ... Coming to your desktop soon!

As part of the Headquarters ODIN delivery order, the ODIN vendor, SAIC, is required to “refresh” computers and associated peripherals (e.g., printers, scanners, zip drives, etc.) every 3 years. This refreshed equipment is owned and tagged as SAIC property.

Some PC’s have already been refreshed (SAIC tagged) because the original NASA tagged machines have failed or new users have come on board. These machines will have their software upgraded to Windows/Office 2000, with no change to the existing hardware. Those PC users who have NASA tagged equipment can expect to have new hardware delivered along with the upgraded software. Having successfully completed the testing of the new hardware and software configurations, the time is now upon us....

### Deployment Activities

By mid-December, all NASA HQ PC’s will have been replaced with new hardware and upgraded to Windows 2000 and Office 2000. Schedules for these deployments are being coordinated with each Code’s IT Point of Contact (POC).

Deployments are scheduled for evenings and weekends, and therefore, do not interfere with daily business activities. For additional information on the schedule, processes, etc., please refer to the following web link: [odin.hq.nasa.gov/w2krefresh](http://odin.hq.nasa.gov/w2krefresh)

You will be contacted to schedule a time for an ODIN technician to visit you at your workstation to confirm your configuration. Please do your best to keep the appointment with the technician. This is critical for two reasons. First, you will be asked to validate and sign a survey form to document your specific configuration including any above core applications (e.g., Auto PR, HATS, FileMaker). *Note: Make sure you thoroughly review this paperwork prior to signing. This will ensure that all applications or peripheral hardware will be installed, as required.* Second,

failure to keep your appointment at your specified time could affect the deployment schedule and the staff’s ability to keep appointments with other customers as planned.

### Features

With the deployment of Windows 2000 and Office 2000, you will realize additional features and enhancements such as increased desktop security, a more stable, multi-tasking environment, and improved desktop management and configuration tools. For access to copies of quick reference materials and FAQ’s for Windows 2000 and Office 2000 visit:

[www.hq.nasa.gov/office/codec/codeci/ctc/events/2000\\_documents.htm](http://www.hq.nasa.gov/office/codec/codeci/ctc/events/2000_documents.htm)

### Post-deployment Support

For the first 24 hours after your deployment, there will be “walk-around” support available in your code. ODIN technicians will be on site to immediately address your concerns, provide some one-on-one training, etc. Of course, the IT Support Center can also be called for assistance, 358-HELP or 1-866-462-7247 (4NASAHQ).

### Training

Windows 2000 and Office 2000 offer many benefits, but from a user perspective, change the way some things existed in the past. The NASA HQ Computer Training Center (CTC) is prepared to brief and train users moving to this new Operating System by offering Information Technology Exchanges (ITE’s) and one-on-one sessions. The sessions touch on “what’s new,” “what’s changed,” and “tips and tricks.” For more information or to enroll in a class please visit: [www.hq.nasa.gov/office/codec/codeci/ctc/ctc.htm](http://www.hq.nasa.gov/office/codec/codeci/ctc/ctc.htm) or call the CTC, 358-1111.

## CFC Kickoff at HQ Scheduled October 10

The 2001 Headquarters Combined Federal Campaign (CFC) kickoff has been rescheduled



for October 10, with a kickoff and awards ceremony in the auditorium.

The theme for this year’s campaign is “Sharing is Caring,” and the Headquarters slogan once again is, “It’s the Right Thing to Do.” Both of these slogans stress the importance of helping others

by pledging to the CFC.

The Kickoff which begins at 10 a.m., will include brief presentations by the Boys and Girls Clubs of Greater Washington, the Whitman Walker Clinic, the National Breast Cancer Coalition, and ECHO. Also, Associate Deputy Administrator Chris Christensen will award plaques to the Headquarters Codes who met or exceeded their CFC goals last year.

A reception will follow the ceremony in the west lobby, where additional CFC organizations will be on hand to tell you about their worthwhile causes.

Please take a moment to mark your calendar and plan to attend this important event. When your team captain passes out the “Catalog of Caring” and CFC pledge forms, consider increasing your last year’s pledge, and return it promptly. Together we can guarantee a successful Headquarters Campaign. Remember, sharing is caring and it is the right thing to do. For more information, contact Sharon Wagner, 358-0953.



## The NASA Team

### NASA PDP Honors 2000-2001 Graduates

During a ceremony at Headquarters on July 23, twenty NASA employees celebrated their successful completion of the Professional Development Program (PDP). In his address to the graduates, NASA Administrator Daniel Goldin reminded the class that NASA is "not about survival, it is about doing unbelievably tough things!" and challenged the graduating employees to take on tough goals. In referencing the class Commitment Statement, Goldin noted that if they are truly committed to operating as "...one NASA, NASA will soar."

This year's class members decided to make a difference during their PDP year. When they found that they shared a concern for ensuring an adequate technical work force in the future for both NASA and the Nation, the class took on a voluntary education project to encourage students to pursue

higher education in mathematics, science, and engineering through establishing an interactive Web page. Although NASA currently uses Web pages to advertise opportunities for internships and scholarships, there are not enough of these openings to meet the demand. This searchable Web page will supplement NASA resources by allowing undergraduate and graduate students to expand their search beyond the Agency.

Participants in the NASA Professional Development Program are

competitively selected by their Centers, and they engage in a year-long intensive leadership development process that combines developmental work assignments, leadership development workshops, briefings by NASA's leadership, targeted training opportunities, and individual coaching. The goal of the PDP is to provide future leaders with a broader perspective of both the Agency and the impact of NASA programs.

NASA employees completing the PDP included: Janie Penn, NASA Headquarters; Dr. Robert Chatfield,

Ames Research Center; Mark Collard and Camilla McArthur, Dryden Flight Research Center; Raymond Kacmar, Naseem Saiyed, and Dr. Margaret Tuma, Glenn Research Center; Rebecca Barth, E. Lucien Cox Robert Lane, Kaleem Kawaja, Dr. Ryszard Pisarski, and Donald Wolford, Goddard Space Flight Center; Erik Denson, Kennedy Space Center; Donna Phillips and Jon Thompson, Langley Research Center; Leland Dutro, Tracy Lamm, Carolyn Landry, and Dr. James Spann, Marshall Space Flight Center.



(l to r) Administrator Goldin presents a PDP certificate to Janie Penn of Headquar-

## Faces at HQ

### HEALTH UNIT



(l to r) New Health Unit staff: Patrick Crarey, M.D.; Megan Sun, R.N.; and Angela D. Porter, R.N.

Need your blood pressure checked? Forgotten to schedule your birthday physical? Going on travel? Contact the Health Unit, 358-2600, and the staff will be ready to assist you. On your next visit, meet the staff's newest members, Patrick Crarey, M.D., Angela Porter, R.N., and Megan Sun, R.N.

Patrick Crarey, M.D., the new Medical Director in the Occupational Health Unit of NASA HQ, is a native of the Washington, DC, metro area. He received his medical degree from Georgetown University, and he has spent the last 15 years practicing emergency medicine, concentrating in occupational health for the past 2 years.

Angela D. Porter, R.N., filled the position of Chief Nurse in the Health Unit in April, 2001. She has been a nurse for 23 years, with the past 17 of those years spent in positions of management. She received her B.S. in nursing from Hampton University, and she is the proud single parent of a remarkable 18-year-old daughter who is attending Morgan State University.

Megan Sun, R.N., is also a nurse who works in the Health Unit. She received her bachelor's in nursing from the Catholic University of America, and she has been a practicing nurse for 3 years. She joined the NASA team in November, 2000.

## DS1 Captures Best-ever View of Comet's Core

In a risky flyby, NASA's ailing Deep Space 1 (DS1) spacecraft successfully navigated past a comet, giving researchers the best look ever inside the glowing core of icy dust and gas.

The space probe's close encounter with comet Borrelly provided the best-resolution

pictures of the comet to date. The already-successful Deep Space 1, without protection from the little-known comet environment, whizzed by just 2,200 kilometers (1,400 miles) from the rocky, icy nucleus of the 10-kilometer-long (more than 6-mile-long) comet. Exceeding the team's expectations of how this elderly spacecraft would perform, the intrepid spacefarer sent back black-and-white photos of the inner core of the comet. It also measured the types of gases

and infrared waves around the comet, and how the gases interacted with the solar wind.

"Deep Space 1 plunged into the heart of comet Borrelly and has lived to tell every detail of its spine-tingling adventure!" said Dr. Marc Rayman, the project manager of Deep Space 1 at the Jet Propulsion Laboratory (JPL), Pasadena, California. "The images are even better than the impressive images of comet Halley taken by Europe's Giotto spacecraft in 1986."

Scientists also realized that Borrelly was different than they expected as Deep Space 1 flew through the coma, the cloud of dust and gas surrounding the nucleus. They had expected that the solar wind would flow symmetrically around the cloud, with the nucleus in the center.

Instead, they found that though the solar wind was flowing symmetrically around the cloud, the nucleus was off to one side shooting out a great jet of material forming the cloud that makes the comet visible from Earth.

Deep Space 1, launched in October 1998 as part of NASA's New Millennium Program, is managed by JPL for NASA's Office of Space Science in Washington. The California Institute of Technology manages JPL for NASA. For more information, see [nmp.jpl.nasa.gov/ds1](http://nmp.jpl.nasa.gov/ds1)



The final image of the icy, rocky, nucleus of the comet Borrelly, taken just 160 seconds before Deep Space 1's closest approach. It shows the 8 kilometer (5-mile) long nucleus about 3,417 kilometers (over 2,000 miles) away.

## A Powerful New Engine Searches the NASA Web

NASA has announced the incorporation of a powerful new search engine on the NASA Web. To access this new search tool, go to [www.nasa.gov](http://www.nasa.gov) and type in keywords that will lead you to answers to your questions. This search engine is the one used by Spacelink, NASA's aeronautics and space resource for education. Give it a try—it covers everything from Aerospace medicine to Zero-gravity.

## Earth's Becoming Greener

NASA satellite data suggest that for more than two decades there's been a gradual greening of the northern latitudes of Earth.

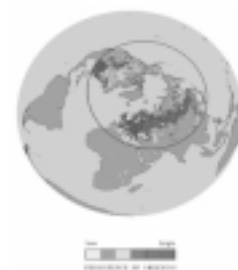
Researchers confirm that plant life seen above 40 degrees north latitude, which represents a line stretching from New York to Madrid to Beijing, has been growing more vigorously since 1981. One suspected cause is rising temperatures possibly linked to the buildup of greenhouse gases in our atmosphere.

Over this same time period, parts of the Northern Hemisphere have become much greener and the growing season has increased by several days. Further, Eurasia appears to be greening more than North America, with more lush vegetation for longer periods of time.

The results of this NASA-funded research appeared in the September 16 issue of the *Journal of Geophysical Research - Atmospheres*.

"When we looked at temperature and satellite vegetation data, we saw that year-to-year changes in growth and duration of the growing season of northern vegetation are tightly linked to year-to-year changes in temperature," Liming Zhou of Boston University said. The area of vegetation has not extended, but the existing vegetation has increased in density.

The authors also looked at the differences in vegetation growth between North America and Eurasia, since the patterns and magnitudes of warming are different on the two continents.



## Readdy to Speak at HQ Alumni Luncheon



William Readdy.

William F. Readdy, Deputy Associate Administrator for Space Flight, will be the featured speaker at the Sixteenth Annual Headquarters Alumni Luncheon on Wednesday, October 24. The event will be held at the Ft. Myer Officers' Club.

It will begin with a cash bar open from 11 a.m. to 12:15 p.m. Lunch will be served at 12:15 p.m.

Headquarters alumni desiring to attend should mail a check payable to Herbert Snyder for \$20 by October 16. Mailing address: Herbert Snyder, 11707 Kemp Mill Road, Silver Spring, MD 20902. For information, contact Herbert Snyder, 301-649-1606.

## EAP Services Available

If you, your coworkers, or members of your family have been touched by the events of the past couple of weeks or are having difficulty functioning and concentrating because of the uncertainty of what might happen next, help is available. Call COPE, Inc., NASA HQ's EAP service provider at 202-628-5100 for assistance and support. The HQ counselor, Angela Pittman is available, by appointment, for individual counseling or group discussions. If you are outside the Metropolitan area and need immediate assistance, call 1-800-247-3054. For details, contact Angela Pittman, 628-5100.

*"Safety at HQ" continued from page 2*

Chiefs-in-Charge regarding telecommuting options available. Supervisors are advised to consider these options to temporarily alleviate very long commutes made worse by increased security measures in the DC Metro area until affected employees find ways to deal with these inconveniences on a long-term basis.

Employees are invited to a follow-on discussion with the Administrator on Thursday, October 4, 10:30-11:30 a.m., in the auditorium to continue the discussion.

## Obituaries

### Peggy P. Christian

Peggy P. Christian, a retired NASA employee, passed away on July 15, following a short illness. Peggy began her Federal career on July 6, 1943, with NASA's predecessor, the National Advisory Committee for Aeronautics (NACA). In the latter years of her career, prior to her retirement on January 3, 1985, Peggy supported NASA's participation in NATO's Advisory Group for Aerospace Research and Development (AGARD) (now NATO's Research and Technology Agency). Many will remember Peggy for, among other things, her sense of humor and her wonderful, funny, and fascinating stories of her trips to far-off places. Sadly, she will travel no more.

Peggy is survived by a nephew, Bob Percival, his wife and their two daughters; her sister-in-law, Shirley Percival; and a niece, Juanita L. Lewis and her husband. A memorial service is being planned during October when Peggy would have celebrated her 76th birthday.

### Julian Scheer

Julian Scheer, 75, a visionary who saw the importance of public scrutiny and openness in the space program, died September 1, after suffering a heart attack at his home in Catlett, Virginia.

Scheer is credited for adding "NASA ambassador" to astronauts' work duties and taking NASA science and math lessons into classrooms across the country. He served as Assistant Administrator for Public Affairs at NASA from 1962 to 1971 and made many contributions to NASA. He was one of the first to see the importance of public relations to the space program. He was instrumental in having astronauts tell the public about NASA's programs and their experiences in their own words. He was also instrumental in naming the lunar Command and Service Module *Columbia* and helped write the words on the plaque left on the Moon.

After leaving NASA, Scheer joined a Washington-based consulting firm, and in 1976, he became vice president of the Washington, DC office for LTV Corporation. He retired from LTV in 1992, and returned to his consulting firm.

Scheer was a native of Richmond, Virginia. He served in the Merchant Marine during World War II in the Atlantic and the Pacific. He was a graduate of the University of North Carolina at Chapel Hill.

To read a 1967 oral history of Scheer's experiences at NASA, see [www.nasa.gov/newsinfo/scheer\\_oralhist.html](http://www.nasa.gov/newsinfo/scheer_oralhist.html)



Julian Scheer.

## For Sale

**TV with VCR,**  
19-inch Magnavox  
with VHSHQ VCR,  
1995 model, \$75 or  
best offer. Call  
703-671-2414.

**TV, 14-inch Sylvania,**  
2000 model, \$75 or  
best offer. Call  
703-671-2414.

**VCR, Sylvania, Model**  
KVS299K, 2000  
model, \$50 or best  
offer. Call  
703-671-2414.

## Carpools

**Carpool member**  
wanted. Meet corner  
Fairfax County  
Parkway and Rolling  
Road (West Spring-  
field). Work schedule:  
7 a.m.-4:30 p.m. Call  
Dick Williams,  
358-2397.

## Notice

**Goddard Ski Club**  
**Trips in 2002**  
Headquarters employ-  
ees are invited to sign  
up for four ski trips  
sponsored by the  
Goddard Ski Club  
during this 2001/2002  
season.

- Breckenridge,  
Colorado, January 26-  
February 2, 2002.

Cost: \$1,070.  
Contact B.J. Hayden,  
703-425-9684.

- Sunday River,  
Maine, February 3-8  
2002, Cost: \$507.

Contact Ron Croft,  
301-663-8355.

- Mount Snow,  
Vermont, March 3-8,  
2002. Cost: \$405.

Contact Bob Brown,  
301-262-4658.

- Snowbird, Utah,  
March 17-24, 2002.  
Cost: \$985.

Contact Harvey  
Walden, 301-588-0262.

*For details, see*  
[www.goddardskiclub.com](http://www.goddardskiclub.com)  
or contact the trip  
leaders.

## Exchange Council Cancels Social and Halloween at HQ

Because of continuing security concerns, the Exchange Council has cancelled several upcoming events that would have been in the west lobby. The FY 2002 Popcorn Social, which normally welcomes in the new Fiscal Year and was scheduled for October 2, has been cancelled. The Halloween Madness Festivities, scheduled for October 31, have been cancelled. However, the Exchange Store will still be holding, during the month of October, a contest to win a large plush Pumpkin. For every \$10 purchase, your name will be placed in a drawing for the pumpkin, enter as many times as possible, before the drawing on Oct. 26. It's a good time to come and check out the new fall inventory.

## Pecan Sale on November 14

The HQ Exchange Council will be selling fresh pecans in the west lobby from 10 a.m.-2 p.m. on November 14. These shelled Fancy Halves Pecans are FRESH—they're coming off the trees right now. The prices are \$6.50/pound bag for plain, \$8/bag for chocolate covered pecans. If you get a group together and purchase a case of pecans (24 bags), you get a 10% discount! Prepare now for the holidays. Last year the supply ran out so come early. For more information, see the Exchange Council events at [www.hq.nasa.gov/exchange/events.html#PECAN](http://www.hq.nasa.gov/exchange/events.html#PECAN). If the security threat continues to restrict use of the lobby, another location inside HQ will be used. Check *Heads Up* for more information.

## HQ Bulletin

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202-358-4817

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202-358-2299

Send articles, ads, questions, or suggestions to InfoCom, e-mail: [infocom@hq.nasa.gov](mailto:infocom@hq.nasa.gov); fax number: 202-358-3025; and mail code: CI-3.

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[www.hq.nasa.gov/hq/infocom](http://www.hq.nasa.gov/hq/infocom)

### HQ Bulletin Submission Deadline

Articles must be submitted by close of business Tuesday, October 16, to be considered for the November 5 edition of the *HQ Bulletin*. For the publication schedule, see [www.hq.nasa.gov/hq/infocom/bullsched.htm](http://www.hq.nasa.gov/hq/infocom/bullsched.htm)